



Quarterly Report
GLOBAL CIVIL-MILITARY RELATIONS PROGRAM
USAID Cooperative Agreement No. AEP-A-00-98-0014-00
April 1 to June 30, 2001

I. SUMMARY

This quarter, USAID's Cooperative Agreement establishing a Global Civil-Military Program reached its official term ending. While USAID decided not to renew the grant which supported the activities of the *Partnership for Democratic Governance* (PDGS), a global information, education and development alliance that brought together NDI and three partners: *The Center for Civil-Military Relations at the Monterey Naval Post-Graduate School* (CCMR), *Seguridad Estrategica Regional para el 2000* (SER), and the *Institute for Security and Development Studies* (ISDS), it did provide a no-cost extension and new resources to NDI to continue the program for another six months. In light of this decision, NDI spent much of this past quarter attempting to finish the tasks and accomplish the goals originally laid out in 1998 when the Cooperative Agreement was signed.

NDI achievements in this reporting period include running a successful workshop with defense committee members of the Nigerian National Assembly, continuing assistance to SER in posting remaining PDGS papers to the website, editing CCMR research papers, working with CCMR to complete a seven-day curriculum on civil-military relations, and editing ISDS research papers. NDI also engaged in a number of outreach activities and tried to foster USAID's interest in developing future country-specific programs. Throughout this quarter, a number of individuals and organizations approached Dr. Eva Busza, NDI's senior advisor on civil-military relations and director of the program funded by the PDGS agreement, requesting technical assistance or NDI involvement in collaborative activities. Unfortunately, the lack of extra funding prevented NDI from either providing technical assistance immediately or committing itself to collaborative initiatives. NDI is, however, in the process of exploring funding opportunities that might allow NDI to provide the services requested. NDI's major achievement this quarter was engaging USAID interest in funding a six-month extension of the institute's work on civil-military relations around the world.

During the quarter, CCMR worked on completing its remaining cases studies, continued writing a series of short comparative papers, and produced a civil-military curriculum, while SER worked hard to post remaining papers and case studies on the PDGS website. SER also played an active role in the convening of a National Endowment of Democracy (NED)-funded initiative to create a regional Latin American research and education network of scholars. ISDS continued developing a section called Asia Forum on the PDGS website and engaged in a variety of activities designed to strengthen civil-military governance institutions in Asia. The most notable was a seminar it held in June for policymakers on promoting democratic civil-military relations in the Philippines.

II. BACKGROUND

The liberalization and democratization of a military or military-dominated regime do not always lead to the establishment of a stable, consolidated democracy. In many cases, the legacy of military influence in domestic political affairs leaves newly elected leaders without the expertise or institutional mechanisms necessary to assert civilian control of the military. The situation may be further complicated by the military, who upon viewing the new leaders as incompetent, resist attempts by civilians to assert control. When such a dynamic unfolds, in the best scenario, it slows democratic development; whereas, in the worst scenario, it can catalyze attempts by the military to reassert its control over government.

In July 1998, the National Democratic Institute for International Affairs (NDI) entered into a cooperative agreement with the United States Agency for International Development (USAID) to create a Partnership for Democratic Governance and Security (PDGS) an information, education and development alliance to promote and support democratic governance through bolstering the capacity of civilian institutions to establish and strengthen their leadership, management, and oversight of their military forces.

PDGS programs have been created and conducted with the cooperation of national legislatures, political parties, civic organizations, academic institutions, the media and the civilian members of the defense establishment belonging to newly emerging democracies. They consist of four core activities:

- The publication of a series of practical resource documents for defense policymakers in nascent democracies.
- The development of a web-based governance and security clearinghouse that provides a database of laws and constitutional provisions related to defense oversight, policy directives, “white papers,” case studies and civil-military publications that can be easily accessed by policymakers in democratizing states.
- The development of an educational module or collection of lessons learned on how to establish and strengthen civilian capacity in military oversight and defense policymaking through the use of democratic processes and procedures.
- The provision of workshops, consultations and programs dealing with the various aspects of establishing and strengthening a functional system of democratic civilian control of the armed forces. These activities are country-specific or cross-regional requests from government, political parties, civic groups, journalists and universities.

The PDGS partnership is dissolving due to the end of its three-year commitment. NDI believes that it is in its best interest to continue civil-military relations work on its own, with funding assistance from USAID. In turn, USAID has given its support for the dissolution of PDGS.

III. PROGRAM ACTIVITIES

PDGS Partnership Activities

Center for Civil-Military Relations (CCMR)

For PDGS, CCMR's responsibilities include: collecting materials for the governance and security online clearinghouse; writing resource papers and case studies; and developing a syllabus for a civil-military relations curriculum.

Since the end of the PDGS conference in late March, CCMR has worked on finishing PDGS obligations. This work consists of the production of a series of case studies, papers, and a 7-day curriculum on civil-military relations. CCMR has submitted all of the work except for the paper titled "Lessons Learned: Brazil" written by Thomas Bruneau. NDI has made edits to all of the papers but it still waiting on second drafts of Bruneau's "Ministries of Defense and Democratic Civil-Military Relations" and Giraldo's "Defense Budgets and Civilian Oversight." In addition, NDI is awaiting Spanish translations of Jean Giraldo's "Defense Budgets and Civilian Oversight," "Defense Committees: Their Role and Function," and "The National Security Framework: What Do Countries Legislate?"

From June 15 to 18, CCMR also invited NDI's Dr. Busza to participate in an EIMET as a guest speaker on civil-military relations in Southeast Asia, a lecture that will be discussed in more detail in a latter section.

The Institute for Strategic and Development Studies (ISDS)

ISDS's responsibilities in the PDGS include writing resource papers and assisting in gathering materials for the PDGS website.

Upon receiving ISDS's work plan for year three and providing some resource papers, NDI processed ISDS's subgrant drawdowns as scheduled. ISDS also assumed responsibility for the Asia Governance Today section of the PDGS website. In this capacity, ISDS made weekly contributions to the PDGS Website on civil-military relations, defense, security, democratization, and related issues and events regarding Southeast and East Asia. In total, over a four-month period, ISDS submitted 18 short analytical pieces.

During this quarter, Dr. Carolina Hernandez's paper on civil-military relations in the Philippines was completed and posted on the PDGS website. This five-chapter paper details the challenges confronting civil-military relations in the Philippines and serves as a guide for other nations. ISDS has also produced drafts of three other papers on civil-military relations in Asia that are currently being edited by NDI. These papers are "Thailand's Road to Civilian Control: the Changing Place for the Military;" "ROC's Civil-Military Relations in the Context of Democratic Governance and Security;" and "Civil-Military Relations in Post-Authoritarian Indonesia." Moreover, ISDS exerted every effort to obtain a draft of the commissioned paper

“Lessons Learned from the South Korean Experience.” Due to its inability to obtain a response from the two Korean authors, ISDS informed NDI that it would be returning to NDI, the funds allocated for this project.

ISDS conducted a seminar titled “Promoting Democratic Civil-Military Relations in the Philippines” on June 11, 2001. Participants included representatives from organizations that exercise oversight functions over the military (national defense, public order and safety, foreign relations), actors in civil society, academics, and retired military officers. Topics addressed during this workshop included:

- The Partnership for Democratic Governance and Security: Its origins, goals and activities.
- The Role of the Military in a Democracy.
- The Importance of Democratic Civil-Military Relations in Governance.
- Establishing Democratic Civil-Military Relations: Policies and Measures.
- Democratic Civil-Military Relations in the Philippines: Issues and Challenges.
- Strengthening Democratic Civil-Military Relations in the Philippines.

ISDS also explored the possibility of the USAID mission’s support for hosting further workshops of this nature. The mission showed positive interest in the idea of helping ISDS continue the work initiated by PDGS. In particular, they expressed interest in ISDS conducting training seminars in the Philippines using the PDGS civil-military curriculum.

SER en el 2000 (SER)

SER en el 2000’s key responsibility is to design and maintain the PDGS website (www.pdgs.org.ar or www.pdgs.org) and online clearinghouse.

During the quarter, SER and NDI continued to work together to post the remaining papers and case studies on the PDGS website. The website will serve as PDGS's legacy once funding runs out. The website continues to serve as an important resource for international democrats interested in improving civil-military relations in their nations.

In addition to the restructuring of the website, SER continued to fulfill its obligation of posting new content which includes completed case studies, resource materials and contact information.

In the post-PDGS environment, NDI hopes that SER receives some form of US government assistance to continue work on the website. For SER, the PDGS website is a way to gain international recognition for their work in civil-military relations. Whereas NDI has long established itself as a well-recognized promoter of democracy building, SER needs continued funding to support its activities in Argentina and Latin America

Also during the quarter, SER participated in a conference sponsored by the National Endowment for Democracy (NED) in Madrid, the aim of which was to unite experts from the

Latin American region to create a network of scholars studying new issues arising in civil-military relations. SER played an active role and there is some chance that it will be able to act as the central coordinator of this regional initiative.

National Democratic Institute for International Affairs

The last year of the PDGS partnership has been a busy one for NDI. In the last year under the guidance of a new civil-military management team, NDI was able to put the PDGS program back on track and ensure that the partnership complete its obligations to USAID. Case studies and papers that were either unwritten or in very rough drafts last summer, have now either been completed or are near completion. The PDGS website, which received a great deal of criticism in the first two years of its existence, was restructured over the last year and has improved in both form and content. Most importantly, the new team succeeded in generating both interest and some internal and external support for its programming initiatives. NDI's workshop in Nigeria received a positive review on the U.S. Department of State web site (see attachment) and even more importantly, in early July, USAID indicated that it would be willing to provide a six-month extension with new funds to support NDI's continued work in this arena.

NDI's Security and Governance Program in Indonesia

In August 1999, USAID's Office of Transition Initiatives provided NDI with additional funding to the PDGS to conduct a civil-military program in Indonesia. More specifically, NDI was asked to conduct civilian training on defense-related issues for the legislature, governing officials, and members in various political and civic organizations. NDI was also encouraged to work on building the capacity of academic institutions and think tanks to research and analyze security policy and military reform.

In concordance with PDGS program objectives, during this quarter, NDI focused on supporting discussion, dialogue and debate on the new State Defense Bill as complementary activities to the Office of Transition Initiatives' (OTI) support of that legislation through a local organization. NDI's support was aimed at educating legislators, the public, NGO leaders and the media. This process of educating was undertaken through a wide array of means, including a special *Tempo* magazine insert, informal dialogues with journalists, a public broadcast debate, and dissemination of the debate transcript. NDI also initiated a public policy dialogue on the problem of military involvement in economic matters with NGO partners. For more details, please see attached Indonesia quarterly report.

The Burma Fund

On May 1, 2001, a future workshop on explaining policy options for managing civil-military relations within the context of democratic transition in Burma was held by the Burma Fund, which recognizes the National Coalition Government of the Union of Burma (the exiled government of Burma). The workshop is part of an extensive research project that will focus on developing policy options to manage civil-military relations in the event of democratic transition in Burma. The Burma Fund, which has on many occasions expressed an interest in the civil-

military resources offered by PDGS, invited Dr. Busza to serve as a panelist at the half-day workshop.

The objectives of the Burma Fund's ongoing research project include studying and analyzing strategic dynamics of civil-military relations in Burma in order to understand factors influencing the military's disengagement from politics; drawing on the widest and the best expertise from experts on civil-military relations; learning the lessons of comparable situations in Asia and Africa; formulating relevant negotiation strategies for national reconciliation with special attention paid to military prerogatives demanded by the army; and studying the possibility of enforcing the accountability of human rights violators.

Symposium on Forcing Peace: Whether, When, Who, and How

On May 7-8, 2001, Dr. Busza participated in a symposium organized by the Association of the United States Army, U.S. Army Peacekeeping Institute, the U.S. Army War College, and the U.S. Institute of Peace, and Women in International Security (WIIS) at Carlisle Barracks, Carlisle, Pennsylvania, which addressed questions surrounding the use or threat of coercive measures—military, political, economic, legal—to encourage peace or to alter the thinking and behavior of antagonists. Discussion focused on the following questions:

- When and why do we engage in a coercive peacemaking/peacekeeping effort?
- Who should engage in this coercion?
- How do we engage in this coercion?
- How effective is coercive peacemaking/peacekeeping in achieving the objectives of sustainable peace (and disengagement of the intervener)?
- How does this coercion affect U.S. foreign policy?

The symposium is one of an increasing number of workshops that are being held around D.C. which draw together NGOs, policymakers, and members of the armed forces to assess the efficacy of U.S. involvement in peacekeeping endeavors.

Workshop in Nigeria on Civil-Military Relations from June 6-7, 2001

On June 6-7, 2001, NDI held a workshop in Abuja on the "Role of the Legislature in Providing Civilian Oversight of Defense Policy and the Armed Forces" for legislators from the Nigerian Assembly's four defense committees. The two-day program consisted of five plenary sessions covering topics such as the opportunities and challenges that face legislators face in overseeing defense issues, mechanisms of legislative oversight, the defense budget, and the role of defense committees.

NDI brought three international trainers: Dr. Busza, Hon. Robert Carr, former Member of the Congress from the State of Michigan, and Dr. Juan Rial, an international consultant on civil-military relations. In addition, NDI invited the participation of a panel of Nigerian experts consisting of Dr. Elaigwu, Director of the Institute of Governance and Social Research; Dr. Ochoche, Director of the Institute for Peace and Conflict Resolution; Dr. Zabadi, Senior Researcher at the National War College's Center for Peace Research and Conflict Resolution;

and Col. (ret) Maina, Special Advisor on Defense and National Security to the Speaker of the House.

The workshop was very productive. Discussion centered on five themes: the need to clarify legislative-executive relations with regard to issues of defense; the need to strengthen *de facto* legislative powers of oversight of the military and defense issues granted by the Nigerian Constitution; the need for civilian policy-makers to gain a better, hands-on understanding of the condition of the army and the needs of the armed forces; the need for civilian outreach to the military so that they do not see civilian policy-makers as their enemies; and the need for legislators to draw on the expertise of a large, existing corps of retired officers and defense academics to help them in their defense-related work.

During the final plenary session that was closed to outside participants, Senators and Honorable Members formulated the following set of resolutions. These resolutions have now been publicized in the Nigerian press:

1. *The National Assembly shall evoke Section 218 4 (a) (b) of the 1999 Constitution of the Federal Republic of Nigeria to make law (s)*
 - a) *the regulation of the powers exercisable by the president as Commander-in-Chief of the Armed Forces of the Federation.*
 - b) *for the appointment, promotion and disciplinary control of members of the Armed Forces of the Federation*
2. *We have resolved to know the military in depth in order to improve the relationship with the Armed Services by employing people more knowledgeable about the military so as to be properly briefed.*
3. *We have resolved to relate more with the military, particularly our troops in the unit formations, to know their conditions of living with a view of assisting them in alleviating some of those problems through provision of adequate funds in the appropriation act.*
4. *We have resolved that the military needs motivation by providing adequate funds through the budget that can cater for their welfare, training and retraining and purchase of needed equipment.*
5. *We have resolved the need for capacity building for members of the committee and their legislative aides to enable them to understand more about the military and their codes.*

NDI was asked by the members of the defense committee to do a follow-up workshop on defense budgeting.

Lecture on Civil-Military Relations in Taiwan

Over the last year Taiwan has been taking some initial steps to reform its military and civilianize the defense ministry. Taking advantage of a window of opportunity to increase interaction between U.S. and Taiwanese officials, the Center for Strategic and International Studies in cooperation with the Institute for the Study of Diplomacy at Georgetown University held the first of a series of Taiwan Executive Programs on International Security.

On June 11, 2001, Dr. Busza conducted a workshop for this group on democratic civil-military relations. Dr. Busza encouraged the group to analyze the current state of civil-military relations in Taiwan including laws, parliamentary oversight, and transparency. She specifically highlighted the need for the latter and for the education of civilians on defense and security matters. Her presentation gave rise to a great deal of heated debate which revealed that at least among this group, there were several who had not embraced the idea of democratic civilian control and opposed the civilianization of the defense ministry.

Civil-Military Relations in Asia: the Cases of Cambodia and Indonesia

In June, NDI was invited to participate in CCMR's Executive Training Course. Dr. Busza addressed an audience composed of civilians as well as active and retired officers from Argentina, Brazil, Jordan, Nigeria, Slovenia, South Africa, and Panama on the development of civil-military relations in Cambodia and Indonesia. Dr. Busza highlighted the key challenges facing security sector reform today in these countries: demobilization, the military as a police force, military business, and crime and corruption in the military. She also discussed the role that existing U.S.-funded programs like EIMET and PDGS workshops can play by promoting military professionalization and building civilian capacity to manage and oversee the military.

National Defense University's (NDU) Colleagues for the Americas Round Table Series

NDI was invited to participate in a two-day conference held June 28-29 titled "Adapting U.S. Defense Relations: Facing Strategic Realities in the Western Hemisphere." The conference, which brought together scholars and practitioners from Argentina, Brazil, Chile, Mexico, Canada and the United States, analyzed the dramatically changed strategic environment in the Western Hemisphere. The conference summarized some of the findings of a yearlong study of the changing political, economic, and security scenarios in Canada, Latin America, and the Caribbean. Discussants focused on providing both a critique of U.S. defense policy in the region to date and prescriptions for future policy.

Working Group Parliamentary Control of Armed Forces (PCAF)

PCAF Workshop on "Strengthening Parliamentary Oversight of the Security Sector"

The Geneva Center for the Democratic Control of the Armed Forces (DCAF) invited NDI to attend a workshop on "Strengthening Parliamentary Oversight of the Security Sector in Eastern Europe in Brussels on July 5-8, 2001. The workshop had several objectives: assessing the factors stimulating and hindering parliamentary oversight of the security sector in Eastern

Europe (within the wider context of democratization and security sector reform); studying the impact and significance of assistance programs for parliamentary oversight of the security sector in Eastern Europe; sharing experiences, best practices and ideas regarding assistance programs for parliaments in Eastern Europe; and identifying actors in the field of assistance programs for parliamentary oversight of the security sector in Eastern Europe. The participants in this workshop included parliamentarians and/or their staffers of Eastern Europe, representatives of inter-parliamentary assemblies, representatives of NGOs and academics. Dr. Busza participated at the conference in order to explain NDI's work in civil-military relations. She was also asked to provide wrap-up comments reflecting on factors that enhance the effectiveness of parliamentary programs on security sector reform. She outlined a series of important lessons drawn from the discussions made throughout the conference:

- Know your audience prior to developing a program. How sophisticated are they in their knowledge of security sector reform?
- Know the specific character and history of civil-military relations in the country you are working in prior to designing your program.
- Explore with local trainers what examples of transition are most likely to be effective given your audience.
- Don't oversimplify your workshop but be prepared for some handholding.
- Make sure you use local experts and trainers to help you design the program and choose participants. Try to showcase their expertise and capacity to conduct follow-on activity with the parliament.
- Be careful about choosing both the location and timing of your workshop. You will need to consult with local experts to schedule the workshop in such a way as to maximize attendance. Consider carefully whether you want to hold the workshop on-site or abroad. Both strategies have pros and cons. Your choice will be constrained by your budget.
- Avoid overkill or donor saturation. Know who is doing programs on security sector reform in country and find out what topics they have covered and what audiences they have addressed in order to prevent duplication.
- Work with other donor agencies to complement each other's work.
- Try to find out when other activities on this issue are being held in order to prevent timing conflicts for participants.
- Consider carefully your choice of trainers. Some of the best teams are made up using people with diverse backgrounds: an academic, a practitioner from another country, and a local expert.
- Also consider the background of your trainer and his/her country of origin. Choose people who your participants are likely to either identify with or respect.
- Choose a variety of supporting materials for training purposes.
- Avoid straight lectures. Emphasize discussion and role-playing. Where appropriate use examples of security sector issues that have arisen recently within the host country.

National Endowment for Democracy (NED) Project on Creating a Regional Network of Latin American Civil-Military Experts

NDI's Civil-Military Relations Program participated in working sessions organized by Observatorio de Seguridad y Defensa en America Latina (OSAL) held between June 27 and 29

at the Ortega and Gasset Institute in Madrid. The goal of these sessions funded by the National Endowment for Democracy (NED) was to debate new challenges in Latin American security and to create a network committed to promote defense and security issues in the region.

Latin American researchers, civilians, military academicians and public policy experts attended the sessions and presented working papers on topics such as defense, hemispheric security, intelligence, budget control for military spending and anti-narcotic measures. Participants discussed alternative tracks of action that would allow for the creation of a network in charge of promoting effective research and public policy formulation for the defense and security sector. This would be an inter-institutional effort that would prompt the discussion and research of public policies in the security sector.

According to the participants, in order to guarantee the continuity of this inter-institutional effort, approaches aimed at institutionalizing this support network between researchers and policy formulators needs to be encouraged at all levels. In this sense, it was proposed that in order to create or strengthen such a network, past experiences and approaches to the subject should be closely scrutinized with the purpose of adding truly innovative elements that complement and reinforce the approaches already underway.

NDI proposed using the available resources from the PDGS and *Ser en el 2000* web site to improve the basic initiatives already underway. The participants agreed that SER through the PDGS web site would become the virtual coordinator for follow-on activities.

Drawing on lessons from the past management of civil-military programs, NDI further recommended that the network take the following steps:

- Strengthen the links among centers or institutes that develop and promote research and public policy analysis on the defense and security sector in Latin America.
- Update and follow up the sub-regional initiatives that have been developed throughout Latin America.
- Provide resources (such as analysts, experts, political leaders) to countries that have yet to develop an adequate level of expertise in the field of research and public policy formulation.
- Help to identify lines of work that facilitate a regional vision and approach to the defense and security sector, while at the same time using this perspective to promote the systematic development of research and actions that strengthen the decision-making at the policy level.

NDI was asked to share its experience in civil-military programming and give periodic advice to the group on how to engage the interest of politicians in developing policies that strengthen civilian management and oversight of the security sector.

Lunch Working Groups at NDI

In an on-going effort to educate NDI staff about global civil-military issues, the civil-military relations program has initiated a series of internal discussions. These working groups aim to emphasize the importance of civil-military relations in democracy building. In addition to highlighting the significance of improved civil-military relations in developing democracies,

these discussions encourage staff to exchange ideas on developing future NDI programs in the field.

As part of this series, on July 10, 2001, Dr. Gabriel Marcella, a professor with the Department of National Security and Strategy at the U.S. Army War College discussed civil-military relations in Colombia in light of the guerrilla war taking place there. He analyzed the ramifications of Plan Colombia and offered recommendations as to how NDI can learn from the Colombian situation to further its civil-military programming.

Outside Interest in NDI's Civil-Military Relations Program

During the last quarter, numerous individuals from other organizations expressed an interest in working with NDI in the field of civil-military relations. Among these individuals is Mr. Astrit Mulita, the head of the Albanian organization Army in Democracy. Mr. Mulita describes outside help as being critical to his organization's survival. Ms. Liliana Serben, an expert serving as a staffer for the Romanian parliament's defense committee, also approached NDI. She believes that improved civilian oversight of the military is a must for Romania and she asked whether NDI would be able to organize workshops for the defense committee members on parliamentary oversight and defense budgets. Other individuals who expressed an interest in working with NDI's civil-military relations program include Mr. Miroslav Filipovic, Member of Parliament, Civic Alliance of Serbia (CAS); and Mr. Dorijan Marsic, Member of the Parliament of Slovenia.

IV. RESULTS AND ACCOMPLISHMENTS

During the quarter, PDGS fulfilled its program commitments as specified in its third year work plan. Throughout this quarter, NDI has sought to complete the goals originally set by PDGS. With the partnership ending on July 7 2001, NDI has encouraged the partners to finish case studies and papers, complete work on the website, and complete the civil-military relations curriculum. NDI's civil-military relations program seeks to conclude the partnership in a manner that would persuade both USAID and NDI that security sector reform should be a cornerstone of their democracy promotion missions.

V. EVALUATION

NDI made significant progress in this quarter to close out the cooperative agreement and ensure that all projects undertaken during the three-year agreement were completed. NDI also expended significant effort to foster interest among USAID missions to support civil-military programs around the world. USAID missions' lack of interest in supporting civil-military programs in country continues to be the greatest impediment to NDI's ability to develop a vibrant civil-military program. The Nigerian workshop, however, served as a building block for future civil-military relations workshops and fostered additional interest within NDI to continue this work. In addition, USAID's decision to provide a six-month extension to the program with the addition of a small reserve of funds suggests that, at least in Washington, the value of this type of work is recognized and appreciated.

VI. FUTURE ACTIVITIES

With the PDGS partnership almost over, NDI's civil-military relations program must look to the future and to alternative sources of continued funding. Over the next six months, NDI will use remaining PDGS funds to conduct a series of three workshops in Nigeria, Indonesia and in Peru.

In Nigeria, following requests from members of the four defense committees, NDI will hold a two-day workshop on defense budget-making. In Indonesia, NDI will convene a workshop on the military economy, transparency and anti-corruption measures. In Peru, NDI will set up an introductory workshop on civil-military relations that will introduce new members of Congress to some of the tools available to them for exercising management and oversight of the security sector.

NDI will use additional funds committed by USAID to support continued outreach to USAID missions and to maintain a Washington-based staff who will manage in-country programs and who will compile and distribute materials on civil-military relations to civilian policymakers.